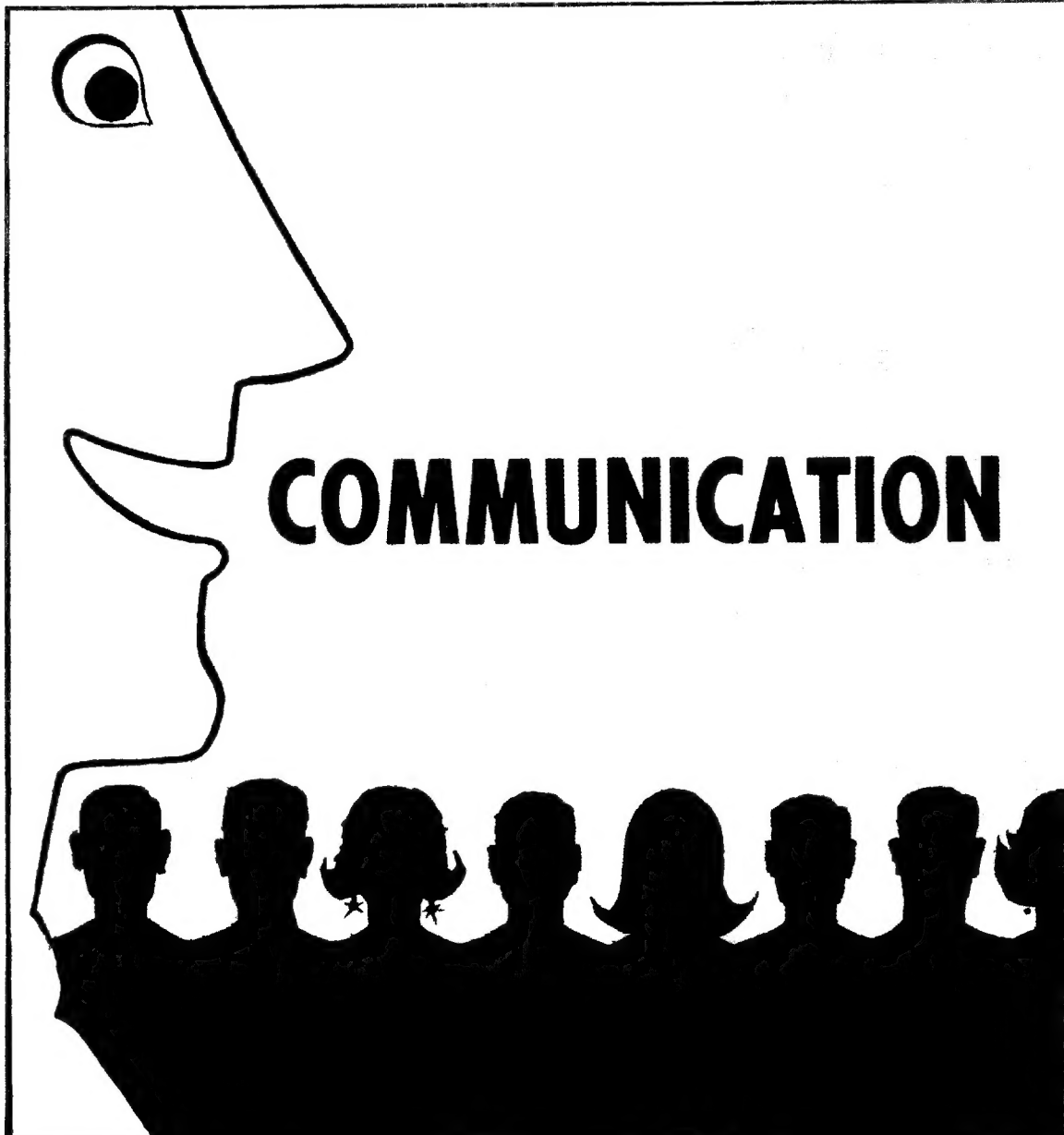


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OTR

BULLETIN

MARCH - APRIL 1969

Approved For Release 2002/07/19 : CIA-RDP78-06370A000100010002-3

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OTR BULLETIN

Purpose

The purpose of the Office of Training Bulletin is:

- (a) To provide Training Officers, Supervisors, Managerial personnel and others with information on training opportunities within and outside the Agency.
- (b) To publish special articles dealing with education and training policy, philosophy, methods and techniques, and with training-related subjects of particular interest.
- (c) To promote interest in education and training as an aid in achieving Agency goals.

Recommendations for improving this service may be directed in writing to the Registrar, OTR, 1000 North Glebe Road, or by telephone to extension [REDACTED]

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BULLETIN BOARD

CONFERENCE
FOR
CORPORATION
EXECUTIVES

"Japan: Competitor of the Western World" is the last in the series for FY 1969 of the Conference for Corporation Executives given by the School of Advanced International Studies, The Johns Hopkins University. The conference is scheduled for Friday, 25 April 1969. The Registrar Staff receives only 5 complimentary invitations which are available to overt employees only. Covert employees may attend but there is a charge of \$75.00. The \$6.00 fee for the optional luncheon is paid by the attendee in either case. For enrollment information call RS/ETB, extension [REDACTED]

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COURSE
CHANGES

Please note that an extra running of the Management Course has been scheduled on 21 - 25 April in Room 610, Magazine Building.

The Intelligence Review Course, No. 2-69, originally scheduled for 21 April - 2 May 1969 has been rescheduled to run from 14 - 25 April 1969 in Room 701 Glebe.

PROGRAMMED
INSTRUCTION

The Office of Training has leased a Didactor teaching machine and some units of programmed instruction to be used with it for a trial period to determine its suitability for Agency training requirements. The machine is located in the 1000 N. Glebe building and interested Agency employees are invited to call extension [REDACTED] to schedule a time to use the programs there for self-study. Topics available include grammar, vocabulary, Ohm's law, semiconductors, transistors, slide rule, introduction to algebra, binary numbers, and Boolean algebra.

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CLERICAL COURSES
TRAINING

AND OTR's refresher courses in typewriting and
TESTING shorthand will be given:

24 March - 18 April 2 - 27 June
28 April - 23 May

Before taking either course, or both, an employee is required to take a preliminary test or tests given by the Clerical Training Faculty (CTF). The results are used to determine the level of the course the employee should take. These tests are given on Wednesday, typewriting at 9:30 a.m. and shorthand at 10:30 a.m. Dates for the preliminary tests in the above courses are:

19 March 28 May
23 April

Submission of a Form 73 to AIB/RS for refresher training is all that is required to initiate testing. Training Officers are notified directly by CTF as to time and place to report.

QUALIFICATION TESTS

The CTF gives the Agency's tests in typewriting and shorthand to employees who want to qualify as typists and stenographers. Training Officers or Personnel Officers must arrange registration directly with CTF, extension [REDACTED] before 5 p.m. the Thursday immediately preceding the desired Monday testing. Qualification tests in both typewriting and shorthand are given on the same morning, typewriting at 9 a.m. and shorthand at 10:30 a.m. CTF notifies Training Officers or Personnel Officers of the results of the tests.

Tests will be given on: 17 March, 31 March,
21 April, 5 May,
26 May, 9 June,
30 June

Applicants report to Room 416, Ames Building.

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LANGUAGE
PROFICIENCY
TESTING

Language proficiency tests are conducted by the OTR Language School to assist the Agency in maintaining a current inventory of its language capabilities. The following schedule is for the use of employees who have an untested claim still on the record, for those whose previously tested proficiency is over three years old, and for those who are to be tested for other purposes, such as returnees from overseas, in accordance with the Agency's Language Policy and [REDACTED] CIA Foreign Language Program.

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Training Officers should arrange tests for employees by contacting the Language School, extension [REDACTED]

Tests at Headquarters Building may be scheduled on the following dates:

French: March 4, 7, 11, 14, 18, 21, 25, 28
April 1, 4, 8, 11, 15, 18, 22, 25, 29
May 2, 6, 9, 13, 16, 20, 23, 27
June 3, 6, 10, 13, 17, 20, 24, 27

German: March 7, 14, 21, 28
April 4, 11, 18, 25
May 2, 9, 16, 23
June 6, 13, 20, 27

Spanish: March 4, 11, 18, 25
April 1, 8, 15, 22, 29
May 6, 13, 20, 27
June 3, 10, 17, 24

Spanish tests are offered on a space-available basis at Arlington Towers on the following dates:

March 6, 13, 20, 27
April 3, 10, 17, 24
May 1, 8, 15, 22, 29
June 5, 12, 19, 26

Tests in all other languages are by arrangement.

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LANGUAGE TRAINING SCHEDULE

OTR's Language School will offer both full-time and part-time courses during the first 6 months of CY 69. All full-time courses are for the times noted below and are conducted in the Washington Building Annex of Arlington Towers. Part-time courses for the most part will meet for four hours daily in the morning, and will be conducted for 200 to 400 hours. Starting dates and the standard length for courses are set out below.

Full-time Courses

World Languages (Intermediate Goal)

(French - 28 weeks, German - 28 weeks, Italian - 24 weeks, Portuguese - 24 weeks, Spanish - 24 weeks)

Beginning date: 5 May 1969

All Other Languages

Beginning date: 5 May 1969

(Full-time Chinese, Japanese and Vietnamese language training is arranged at appropriate times with the responsible Agency components.)

Part-time Courses (All Languages)

Beginning date: 5 May 1969

Applications (Form 73) for either full-time or part-time language instruction must be submitted to the Admissions and Information Branch, Registrar Staff, a minimum of six weeks prior to the beginning dates of the course. Please indicate under "Remarks" (Item 12) all previous experience the employee has had in any foreign language or languages, particularly for the language in which training is being requested. Also state the level of proficiency desired. Training Officers will be informed if any pre-course testing or interview is necessary and of final arrangements for attending classes. Language aptitude tests are required before acceptance for language training. Proficiency tests are required for all students who enter with some knowledge of the language.

For further information contact the Admissions and Information Branch, Registrar Staff, extension [REDACTED]

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OTR CALENDAR

MARCH						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Administrative Procedures	10 - 14 Mar
ADP Orientation	11 - 13 Mar
Advanced Management (Planning)	23 - 28 Mar
Challenge of Worldwide Communism	17 Mar - 4 Apr
Chiefs of Station Seminar	24 Mar - 4 Apr
China Familiarization	10 - 14 Mar
CIA Review	11 Mar
Clerical Refresher	24 Mar - 18 Apr
CS Records I	24, 26, 28 Mar
CS Records II	31 Mar - 4 Apr
CS Records II (for CTs)	3 - 6 Mar
CS Review	3 - 14 Mar
Field Finance and Logistics	24 Mar - 11 Apr
Information Reporting, Reports, & Requirements	3 - 21 Mar
Intelligence Briefing (for NPIC)	3 - 26 Mar
Intelligence Production	3 Mar - 25 Apr.
Introduction to Intelligence	24 Mar - 4 Apr
Management	17 - 21 Mar
Operational [REDACTED]	17 Mar - 4 Apr
Orientation to Intelligence	3 - 14 Mar
Soviet Bloc Operations	31 Mar - 18 Apr
Support Services	3 Mar - 11 Apr
Support Services Review: Trends & Highlights	3 - 7 Mar
Vietnam Area Course	3 - 7 Mar
Vietnam Paramilitary Orientation	17 - 20 Mar
Vietnam Station Orientation	10 - 14 Mar

APRIL						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Administrative Procedures
Basic Country Survey: USSR
China Familiarization
CIA Review
Clerical Refresher
Counterintelligence Familiarization
CS Records I
CS Records III
Covert Action Operations Seminar
European Operations
Information Reports Familiarization

Intelligence Review
Intelligence Techniques
Introduction to Communism
JCS-DIA
Management
Operations Familiarization
Operations Support
Orientation for Overseas
Parachute Jump Training

Senior Management Seminar (Planning)
Supervision
Support Services Review: Trends & Highlights
Vietnam Area Course
Vietnam Paramilitary Orientation
Vietnam Station Orientation

21 - 25 Apr
28 Apr - 9 May
28 Apr - 2 May
8 Apr
28 Apr - 23 May
28 Apr - 9 May
28 Apr, 1 & 2 May
7 & 8 Apr
27 - 30 Apr
14 Apr - 2 May
7 - 11 Apr
21 - 25 Apr
14 - 25 Apr
7 - 25 Apr
7 - 18 Apr
29 & 30 Apr
21 - 25 Apr
28 Apr - 23 May
7 - 25 Apr
1 - 2 Apr
7 - 18 Apr
7 - 10 Apr
13 - 18 Apr
28 Apr - 2 May
21 - 25 Apr
7 - 11 Apr
21 - 24 Apr
14 - 18 Apr

MAY

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Administrative Procedures	19 - 23 May
Advanced Management (Planning)	18 - 23 May
[REDACTED]	5 - 9 May
CIA Review	13 May
Clandestine Scientific & Technical Operations	12 - 23 May
Counterintelligence Operations	12 - 23 May
CS Records I (for CTs)	28 - 29 May
CS Records II	5 - 9 May
Field Finance and Logistics	5 - 23 May
Information Reporting, Reports, & Requirements	5 - 23 May
Introduction to Communism	19 - 29 May
Introduction to Intelligence	5 - 16 May
Introduction to Map Reading & Imagery Analysis	5 - 21 May
Managerial Grid	4 - 9 May
Midcareer Executive Development	11 May - 20 June
Operational [REDACTED]	5 - 23 May
Orientation for Overseas	6 - 7 May
Soviet Bloc Operations	19 May - 6 June
Vietnam Area Course	12 - 16 May
Vietnam Paramilitary Orientation	26 - 29 May
Vietnam Station Orientation	19 - 23 May
Writing Workshop (Basic)	6 - 29 May
Writing Workshop (Intermediate)	5 - 28 May

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JUNE						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

Administrative Procedures	16 - 20 June
ADP Orientation	10 - 12 June
Advanced Management (Planning)	15 - 20 June
Air Operations	2 - 13 June
Chiefs of Station Seminar	9 - 20 June
CIA Review	10 June
Clerical Refresher	2 - 27 June
Counterintelligence Familiarization	16 - 27 June
CS Records II	16 - 20 June
CS Records III	23 & 24 June
Geography of Communist China	2 - 20 June
Information Reports Familiarization	9 - 13 June
	23 - 27 June
Intelligence Production	2 June - 25 July
Introduction to Communism	16 - 27 June
Introduction to Intelligence	2 - 13 June
Management	23 - 27 June
Operations, Phase I	2 June - 29 Aug
Operations Support	2 - 20 June
Orientation for Overseas	3 - 4 June
	22 - 25 June
Senior Management Seminar (Grid)	8 - 13 June
Support Services	2 June - 11 July
Support Services Review: Trends & Highlights	9 - 13 June
Writing Workshop (Intermediate) (for NPIC)	9 - 27 June

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National Interdepartmental Seminar

The National Interdepartmental Seminar Course on Problems of Development and Internal Defense has been substantially changed and restructured. The focus of the revised course is on policy problems -- the process and consequences of change in the developing countries in relation to United States interests, policy objectives, capabilities and involvement. These changes have been instituted pursuant to a directive from the Senior Interdepartmental Group.

More detailed attention will be given to:

- (1) Political, economic, and socio-cultural backgrounds and dynamics of country situations.
- (2) Institutional development in the frame of traditions, value systems, and requirements for modernization.
- (3) Potentials and contradictions within modernizing sectors of societies.
- (4) Economic, political and strategic factors in relationships between developed and developing countries.
- (5) Changing conditions and requirements as these affect U.S. and other external economic, military, and political assistance and influence.

The length of the course is reduced from four to three weeks, requiring more closely-focused instruction and more intensive work by the participants. Emphasis is on developing greater sensitivity, analytic capability and understanding of the factors that senior officers must consider in making judgments on policy application and program direction.

National Interdepartmental Seminar (continued)

Lecturers include widely recognized authorities from the field of academic research as well as high government officials. The afternoon small-group regional seminars focus on more particular problems in each geographic area through briefings, selected readings, group discussion, and case studies.

In refocusing as well as shortening the course, military and public safety aspects of internal defense have not been omitted but rather integrated into the broader consideration of U.S. policy and resource commitment.

The Agency has a quota of eight for each session. For enrollment information call extension [REDACTED]

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The schedule through calendar year 1969 follows:

Session No. 43 - 21 April - 9 May 1969
Session No. 44 - 7 - 25 July 1969
Session No. 45 - 8 - 26 September 1969
Session No. 46 - 27 October - 14 November 1969

CIA has consistently participated in the National Interdepartmental Seminars since their inception, providing both lecturers and students. Attendance at a Seminar is required before CS officers are assigned to certain posts. The Office of Training has scheduled its Chiefs of Station Seminar so that key officers may attend both seminars without schedule conflict.

Career Development in S&T Intelligence

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[REDACTED]
(Directors of the 1st and 2nd DDS&T Career Development Courses, respectively)

Early in 1966, about three years after the creation of CIA's Directorate of Science and Technology (DDS&T), the need was recognized for a broad training program, in view of the Agency's expanding S&T intelligence activities and operations. The mission and responsibilities of the new Directorate covered a wide range of intelligence activities: collection, data processing, analysis, finished intelligence production, research and development, system deployment, etc. To accomplish these objectives, it was necessary to assemble a wide variety of professional disciplines covering the entire scientific and technological spectrum.

The recognition of a need for a "Career Development Course," as it came to be called, was based partly on this diversity in background of directorate personnel and the judgment that more understanding was necessary of the interrelationships between the various DDS&T offices and the overall range of S&T intelligence activities. It was also believed that ultimately the management of DDS&T programs and activities could best be conducted by those who over a period of time had seen service in a number of offices. Therefore, the concept of the new course included the expectation that participants' career assignments would be oriented toward the rotation concept within DDS&T.

The planning for this program proceeded rapidly and in September 1966 the first DDS&T Career Development Course was begun. A program was prepared consisting of about 10 months of training involving all DDS&T offices, as well as other components concerned with science and technology. In selecting students for this initial course, an attempt was made to assemble a group with varied backgrounds and embracing a range of experiences from the entire directorate, in part to provide a body of experience on which to base selection criteria for future courses. The fourteen students so selected ranged in age from 25 to 36 and in grade from GS-10 to GS-14. Their educational backgrounds included all

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branches of science and engineering from the BS to the PhD level, as well as two with non-scientific academic degrees. They had from less than a year to as much as 5 years of Agency service.

Training in considerable depth was provided to this group by each office of the DDS&T, by the Office of Communications, the Technical Services Division and the National Photographic Interpretation Center, and by the National Security Agency. Participants also attended the Operations Familiarization Course given primarily for the Clandestine Services by the Office of Training. In addition to the training provided at Headquarters, the course included orientation and training trips to a number of facilities in various parts of the United States. It also included a one-week trip to [REDACTED] principally concerned with electronic intelligence (ELINT) collection activities and the interrelated NSA-Air Force-CIA efforts involved.

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The course covered the following general areas through lectures, seminars, panel discussions and field trips: collection and processing of S&T information, analysis and production of S&T intelligence, system development and deployment, research and development, and operations. Student evaluation was conducted throughout the course involving class participation, oral and written exams, practical exercises, and prepared papers. Since career development is the primary objective of this program, these evaluations were intended to be useful contributions to judgments regarding subsequent assignments of the students.

In addition to these evaluations, the students were also evaluating the first course, including content and methods of training. This student review resulted in a number of changes in organization and scheduling of the next course, given in the 1967-68 period.

The second Career Development Course, which began in November 1967, was shortened to about 7 1/2 months. It contained essentially all the areas and subjects covered in the first course but in a rearranged and somewhat condensed schedule. The eleven students included two outside DDS&T--from the Office of Communications and the National Photographic Interpretation

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Center. In general, the ages and grades of the group were comparable to those of the first course, but there was a higher percentage of BS level participants, with no PhD's in the second group (although one received his doctorate during the course). All students had scientific backgrounds.

The third course, which is now under way, followed the trends established earlier in that it was further condensed and shortened to about 4 1/2 months (January - May 1969). Student backgrounds, ages and grade levels generally followed the example set in the first two courses. The number of non-DDS&T participants was further increased in order to broaden the base of student participation in the course. This step is intended to contribute toward an important objective--to improve communications and understanding between all components which are concerned with or have problems related to science and technology throughout the Agency.

At the conclusion of each course, the students have been returned to their original offices or given new assignments. In either case it was hoped that improved performances would result from the greatly broadened horizons and the better understanding of S&T intelligence activities across the board which the courses had provided. Preliminary evaluations suggest that the comprehensive program of training did increase the participants' capabilities as S&T officers and improved their potential for increased technical and management responsibilities. The results, career-wise, for each student will ultimately depend on his own accomplishments and capabilities, to which this training should contribute materially. Only after a considerable period of post-course experience, when a number of groups will have received this training, will the long-range benefits to DDS&T and CIA be fully realized.

●●●●●●●● COMMUNICATION ●●●●●●●●

●●●●●●●● *Person to Person* ●●●●●●●●

Man's inability to communicate adequately results in lost meanings, ideas, and messages. So, instead of the satisfaction of more understanding, the listener is left with a sense of frustration and futility. In addition to being a waste of time, money, and effort, the ineffectual presentation causes other problems brought on by misunderstanding.

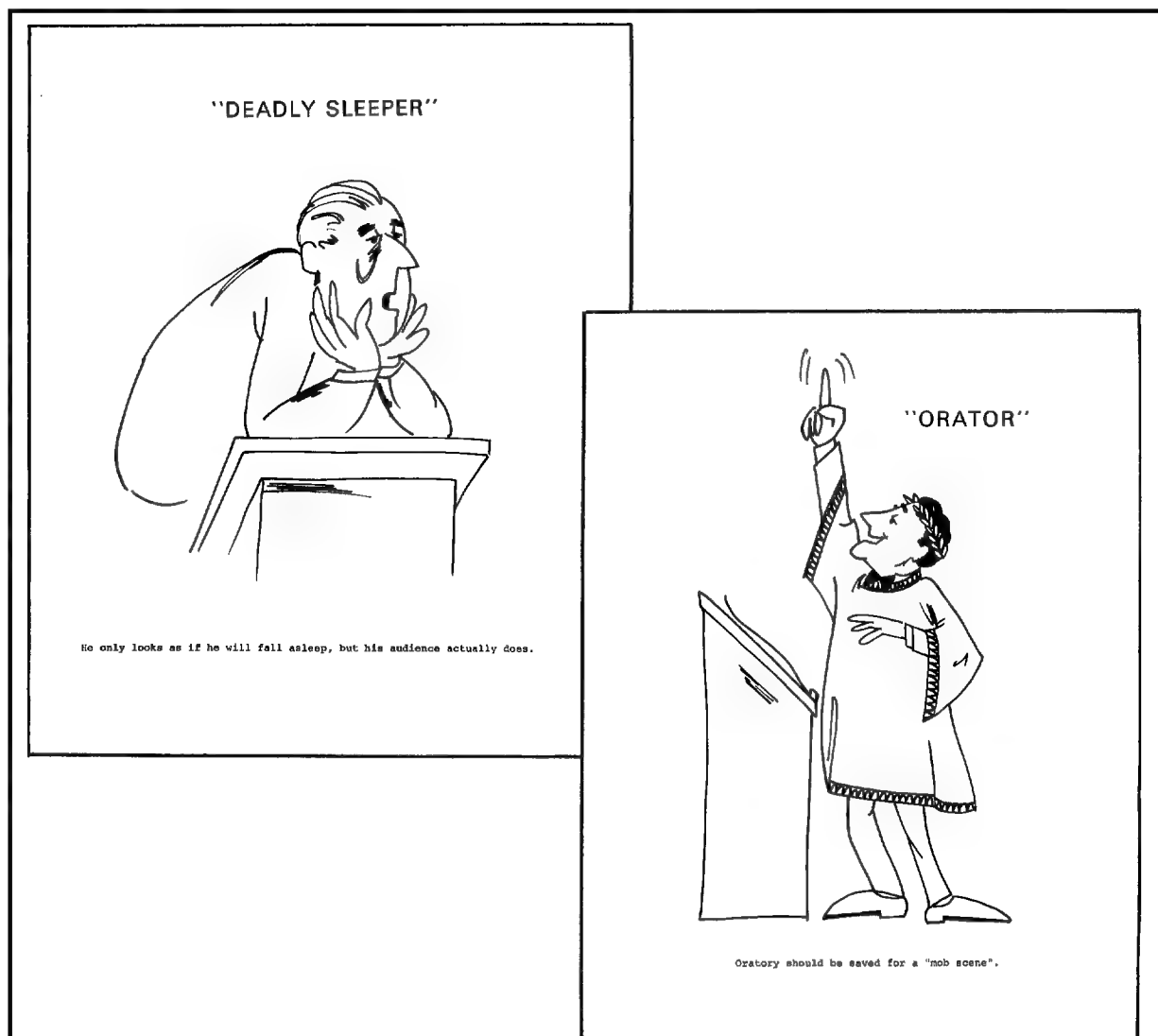
Mistakes are made, patience is exhausted, and confidence in the office function is destroyed. To overcome these negative effects of poor communication, lecturers, teachers, and instructors, who have the responsibility for getting messages across to groups of people, might find that a study of approved techniques of effective communication would be helpful.

Outlined below are some guidelines for improving person-to-person communication:

1. Determine your objectives before planning a presentation.
2. Formulate your own ideas before trying to communicate to others.
3. Present only one point at a time--completely.
4. Always speak slowly and clearly.
5. Use short sentences made up of simple, plain words. Long sentences are monotonously difficult to follow and an elaborate vocabulary, although impressive, is easily misunderstood.
6. Be careful of hidden messages conveyed by facial expressions, tone of voice, and gestures.
7. Check constantly to see how well your message is reaching your audience.

Observing these positive guidelines can improve your communication, but an awareness of negative actions to be avoided is also important. The twelve cartoons shown below graphically depict those characteristics which tend to distract an audience and limit the impact and understanding of a presentation.

CPYRGHT



"COMEDIAN"



A joke is fine when its function is to emphasize a point in the presentation.

"PREENING PEACOCK"



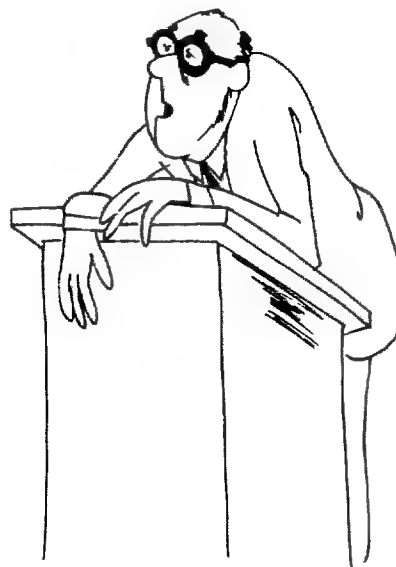
The speaker probably doesn't know he is repeating these gestures, but they make his audience nervous.

"FUMBLER"



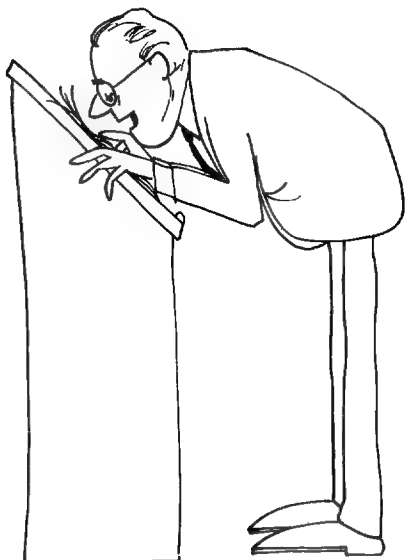
The first rule of using visual aids is "know your equipment".

"CLINGING VINE"



The audience will concentrate on the speaker's frailty rather than on his words.

"NEAR SIGHTED NOTE NIBBLER"



An ill-prepared speaker relies on his notes and loses his audience.

"MOVING TARGET"



Focusing on a stationary object is easier than on a moving target.

"MOUNTAIN CLIMBER"

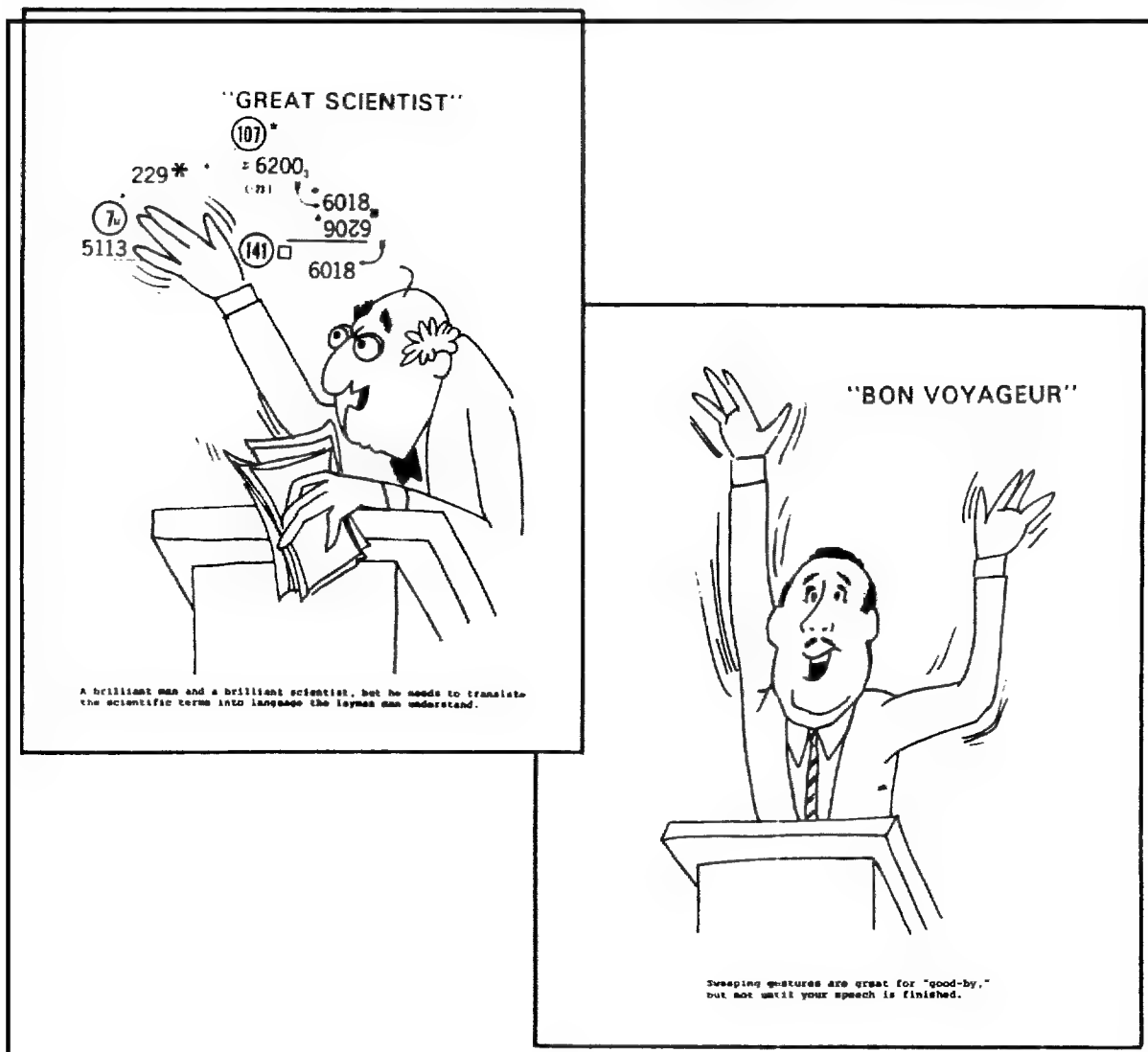


A more relaxed attitude would command a more receptive audience.

"MUSICIAN"



A tune of keys or change has no place behind a podium.



Reviewing these "do's and don't's" of efficient communication techniques will aid in improving your presentation and will result in more complete understanding of your message. The ultimate goal of avoiding costly errors and frustrating misconceptions can be achieved.

UNIVERSITY OF OKLAHOMA
THE ADVANCED PROGRAMS

The Advanced Programs of the University of Oklahoma are fully accredited graduate degree programs designed to provide up-to-date, mid-career training in the field of economics and public administration. Students participating in the Advanced Program in Governmental Studies or in the Advanced Program in Economics are able to maintain full time professional positions while completing degree requirements for either the Master of Arts in Public Administration or the Master of Arts in Economics. In addition to the six locations in the Continental United States, the University of Oklahoma maintains centers on Guam and in Wiesbaden, Germany, so that personnel in overseas establishments within easy traveling distance of these two areas can avail themselves of this opportunity for graduate study. The credits obtained are, of course, transferable to any other center in the Program.

Advanced Program methodology combines attendance in short-term intensive seminar sessions with independent study and allows the student maximum flexibility in planning and completing a course of study designed to meet his individual interest, professional needs, and time schedule.

The intensive seminar session is a 30-hour week of lecture, conference, discussion, group problem solving, and individual study. This session is preceded by preparatory reading and study equivalent to that normally accomplished during a traditional 2-hour semester course. Assignments and reading materials are mailed to the student and are to be completed before actual participation in the seminar sessions. These assignments do not involve correspondence lessons, but rather are preparation for the week of instruction, discussion, and examination. A comprehensive examination is given on the concluding day of the course. Two hours of graduate credit are offered for each session. The tuition cost is \$50 per credit hour for the spring 1969 program.

Students may pursue areas of special interest through independent study in directed readings courses. Optional directed readings are offered with each 2-hour intensive seminar session for one additional hour of credit. Completion requirements of directed readings normally include the preparation of papers, reports or a written examination.

After a student has completed six hours in the Advanced Programs, he may request enrollment in the independent directed readings course for 2-3 hours of graduate credit.

All participants in the Advanced Programs are required to complete at least three credit hours of research problems in their selected degree program.

The schedule of spring classes in Washington, D.C. follows:

March 17-22	Sociology 350 - Special Sociological Problems. (Sociology of Urban Problems).
March 24-29	Economics 309 - Economic Forces Impact of Technology upon Modern Economy.
April 21-26	Political Science 218 - Public Employment Administration.

For further information call extension [REDACTED]

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NON-AGENCY TRAINING



This section of the OTR Bulletin contains information on non-CIA courses or programs related to career development of CIA employees. Attendance may be sponsored by the Agency or it may be self-sponsored. The Training Officer must be consulted on Agency-sponsored training.

For additional information on the courses outlined in this section of the OTR Bulletin or on other external courses, call AIB/RS/TR, extension [REDACTED]. For information on registration, call ETB/RS/TR, extension [REDACTED].

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NON-AGENCY OFF-CAMPUS PROGRAMS

For the convenience of their employees many Government agencies hold after-hours academic courses for college credit in their own buildings. The sponsoring agency staffs these "off-campus" courses with their own employees who are accredited by the appropriate University and who must follow its course outline. These courses may be taken either individually or as part of a degree program. The tuition is usually somewhat lower than for the same courses given at the college (on campus). Most agencies will permit students not employed by them to enroll on a first come first served basis, but the Department of Defense limits participation in some of their buildings to military employees of the Services.

While it is true that Agency employees under cover cannot take these courses in the CIA Off-Campus Program, nevertheless, there are many excellent opportunities for after-hours, off-campus academic programs at these other installations in the area. The programs cover a wide range of subjects with a number of Universities represented, and offer an opportunity to obtain academic training without the limitations imposed by cover in our own program.

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Staff. Except for these restricted places, anyone may enroll in any of the American University, George Washington University, or University of Maryland off-campus programs.

The courses can be taken with or without official sponsorship. Agency policy towards sponsorship is liberal enough so that an inquiry regarding this kind of financial assistance might be profitable. The request should be directed to the Component Training Officer.

Although this information comes too late to be of value for the spring 1969 semester, it will be of use for summer courses, and in planning for the fall 1969 program. For further information call extension [REDACTED]

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Civil Service Commission courses and United States Department of Agriculture Graduate School Special Programs are listed below with their starting and ending dates, location, cost, and whenever possible, required GS Grade level. For course descriptions see your Training Officer or call [REDACTED]

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Civil Service Commission

Automatic Data Processing

ADVANCED SYSTEMS TECHNOLOGY FOR ADP SYSTEMS ANALYSTS

24 - 28 Mar 1900 E. Street, N.W. \$160

For Digital Computer Systems Analysts.

DECISION LOGIC TABLE WORKSHOP

3 - 5 June 1900 E. Street, N.W. \$ 95 GS-9 & above

EXECUTIVE SEMINAR IN INTERAGENCY MANAGEMENT INFORMATION SYSTEMS

1 - 2 Apr 1900 E. Street, N.W. \$ 90 GS-14 & above

EXECUTIVE SEMINAR IN STATISTICAL SCIENCE FOR MANAGEMENT

12 - 13 May 1900 E. Street, N.W. \$ 75 GS-14 & above

EXECUTIVE WORKSHOP IN ADP SYSTEMS ANALYSTS

14 - 16 Apr 1900 E. Street, N.W. \$135 GS-15 & above

FIELD WORK PROGRAM IN ADP SYSTEMS ANALYSIS

9 Apr - 28 May 1900 E. Street, N.W. \$125 GS-9 & above

MANAGEMENT INTRODUCTION TO ADP

21 - 22 Apr 1900 E. Street, N.W. \$ 50 GS-11 & above

MATHEMATICS FOR MANAGERS

8 Apr - 17 June 1900 E. Street, N.W. \$250 GS-14 & above

PRINCIPLES AND PRACTICES OF AUDITING IN THE ADP SYSTEMS ENVIRONMENT

31 Mar - 18 Apr

28 Apr - 16 May

2 - 20 June 1900 E. Street, N.W. \$160 GS-9 & above

SCIENTIFIC AND TECHNICAL APPLICATIONS OF ADP

16 - 20 June 1900 E. Street, N.W. \$150 GS-9 & above

Civil Service Commission (continued)

SEMINAR IN ADP MANAGEMENT AND ADMINISTRATION

29 Apr - 1 May 1900 E. Street, N.W. \$135

See course description in annual Interagency Training
Bulletin for eligibility.

SEMINAR ON ADP IN TECHNICAL INFORMATION SYSTEMS

23 - 25 Apr 1900 E. Street, N.W. \$120 GS-9 & above

SYSTEMS ANALYSIS FOR COMPUTER PROGRAMMERS

7 - 11 Apr

9 - 13 June 1900 E. Street, N.W. \$160

For computer programmers and newly assigned analysts
with programming experience.

SYSTEMS WORKSHOP FOR COMPUTER SPECIALISTS II - ADVANCED

5 - 16 May 1900 E. Street, N.W. \$375 GS-9 & above

TECHNIQUES AND METHODS OF OPERATIONS RESEARCH

3, 4, 10, 11 Apr 1900 E. Street, N.W. \$150 GS-9 & above

Financial Management and PPBS

COST/BENEFIT WORKSHOP

14 - 18 Apr

9 - 13 June 1900 E. Street, N.W. \$165 GS-11 & above

DETERMINING PROGRAM COSTS

21 - 25 Apr

2 - 6 June 1900 E. Street, N.W. \$200

See CSC announcement for eligibility.

EXECUTIVE ORIENTATION IN PPBS

18 - 20 June 1900 E. Street, N.W. \$ 75 GS-14 & above

FEDERAL BUDGET PROCESS

3 - 4 Apr

22 - 23 May

26 - 27 June 1900 E. Street, N.W. \$ 70

See CSC announcement for eligibility.

FINANCE IN AGENCY MANAGEMENT

7 - 11 Apr

2 - 6 June 1900 E. Street, N.W. \$145

Open to Federal Staff and managers who require a
working knowledge of cost analysis.

Civil Service Commission (continued)

FINANCIAL MANAGEMENT FOR PROGRAM ADMINISTRATORS

21 - 25 Apr 1900 E. Street, N.W. \$175 GS-12 - 14

INTRODUCTION TO COST ANALYSIS

28 - 30 Apr

23 - 25 June 1900 E. Street, N.W. \$145

See CSC announcement for eligibility.

PPB GENERAL ORIENTATION

7 - 8 May

4 - 5 June 1900 E. Street, N.W. \$ 50 GS-13 & below

PPB SEMINAR

12 - 23 May \$300

Two week residential. Consult Training Officer for eligibility requirements.

Miscellaneous

INSTITUTE FOR EXECUTIVES IN SCIENTIFIC PROGRAMS: SCIENCE
AND GOVERNMENT POLICY

2 - 6 June 1900 E. Street, N.W. \$150 GS-15 & above

INTRODUCTION TO SCIENCE AND ENGINEERING IN GOVERNMENT

14 Apr 1900 E. Street, N.W. \$ 45 GS-5 - 11

MANAGEMENT AND THE NEGOTIATED AGREEMENT

17 - 19 Mar 1900 E. Street, N.W. \$ 85

See course description for prerequisites.

SUPERVISION AND THE NEGOTIATED AGREEMENT

21 - 23 Apr 1900 E. Street, N.W. \$ 85

See course description for prerequisites.

U.S. Department of Agriculture Graduate School

Special Programs

All classes are held at the U.S. Department of Agriculture on Saturday mornings at 8:00 a.m. to 12:00 noon except where otherwise stated.

ADP DOCUMENTATION AND WRITING

12 Apr - 17 May \$ 75

U.S. Department of Agriculture Graduate School (continued)

ADP FOR EXECUTIVES

14 - 16 Apr \$150 GS-13 & above
Monday through Wednesday, 8:30 a.m. to 4:30 p.m.

ADP SYSTEMS ANALYSIS AND DESIGN

12 Apr - 21 June \$100

ADP SYSTEMS DESIGN WORKSHOP

12 Apr - 21 June \$100

ADP TRANSPORTATION APPLICATIONS

12 Apr - 21 June \$120 Senior Analysts

ADVANCED CONCEPTS OF DATA PROCESSING

12 Apr - 21 June \$ 75

BASIC CONCEPTS OF DATA PROCESSING

12 Apr - 21 June \$ 75 High School Graduate

DATA PROCESSING MANAGEMENT

12 Apr - 21 June \$100 Supervisory Personnel

DEVELOPING ADP SPECIALISTS

12 Apr - 21 June \$ 75 GS-12 & above

FEDERAL CONTRACT NEGOTIATION INSTITUTE

21 - 25 Apr \$130 GS-9 & above
Classes meet Monday through Friday, 9:00 a.m. - 5:00 p.m.

INFORMATION STORAGE, RETRIEVAL & DISSEMINATION

12 Apr - 21 June \$100
Participants should have completed at least one year of ADP analysis experience.

SCIENCE INFORMATION AND COMMUNICATIONS

7 - 11 Apr \$135 GS-13 & above

SOURCE DATA AUTOMATION

12 Apr - 21 June \$ 75
Prerequisites: Understanding of basic ADP systems and programming concepts.

U.S. Department of Agriculture Graduate School (continued)

TELEPROCESSING AND DATA COMMUNICATION SYSTEMS

12 Apr - 21 June \$100

Participants should have at least one advanced data processing course or equivalent.

OTHER EXTERNAL TRAINING

EDITORIAL PLANNING FOR PRINTING PRODUCTION

17 Mar - 10 Apr Government Printing Office Free

For course description consult your Training Officer.

SELECTED SHORT COURSES
SUMMER 1969

University of California at Los Angeles

ADVANCES IN DIGITAL COMPUTER SYSTEM DESIGN

23 June - 3 July \$375

DESIGN AND PHILOSOPHY OF PROGRAMMING LANGUAGES

14 - 18 July \$275

DESIGN AUTOMATION SYSTEMS

21 - 25 April \$275

ENGINEERING MODELS OF ECONOMIC SYSTEMS

21 Apr - 2 May \$375

MAGNETIC THIN FILM

4 - 9 August \$275

MANAGEMENT SEMINAR IN RELIABILITY ENGINEERING AND OPERATIONS

23 - 28 June \$425

MODERN APPLICATIONS OF SEMICONDUCTORS

5 - 16 May \$375

NUCLEAR ENERGY FOR SPACEFLIGHT

5 - 16 May \$375

OPTIMIZATION OF STOCHASTIC SYSTEMS

2 - 13 June \$375

University of California at Los Angeles (continued)

PHOTOCHEMISTRY AND SOLAR ENERGY	
11 - 22 August	\$375
RECENT ADVANCES IN ENGINEERING MATHEMATICS	
16 - 27 June	\$375
TECHNIQUES FOR DESIGN AUTOMATION	
14 - 18 April	\$275

University of Michigan

ADVANCED DEVICE AND CIRCUIT MODELING	
9 - 11 June	\$180
ADVANCED INFRARED TECHNOLOGY	
9 - 13 June	\$225
ADVANCED TOPICS IN SYSTEMS PROGRAMMING	
16 - 27 June	\$375
COMPUTER GRAPHICS FOR DESIGNERS	
9 - 20 June	\$450
FUNDAMENTALS OF INFRARED TECHNOLOGY	
2 - 6 June	\$225
INFRARED RADIOMETRY - INSTRUMENT CALIBRATIONS AND PRECISION MEASUREMENTS	
16 - 20 June	\$250
INTEGRATED CIRCUITS	
9 - 13 June	\$225
NUMERICAL METHODS, OPTIMIZATION TECHNIQUES AND PROCESS SIMULATION FOR ENGINEERS	
19 - 30 May	\$400
SELECTED APPLICATIONS OF COMPUTERS IN ENGINEERING	
19 - 30 May	\$400
SEMICONDUCTOR CIRCUITS	
2 - 6 June	\$225

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OFFICE OF TRAINING

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O/DTR	Director of Training	John Richardson	819, N. Glebe
	Deputy Director of Training		819, N. Glebe
	Plans and Management		820, N. Glebe
SCHOOLS	Intelligence		711, N. Glebe
	International Communism		639, N. Glebe
	Language		2107, Arl. Twrs.
	Operations		620, N. Glebe
	Support		831, N. Glebe
STAFFS	Career Training Program		743, N. Glebe
	Registrar		839, N. Glebe
	Executive Secretary		
	Training Selection Board		839, N. Glebe
	Information, OTR Admissions		
	Training Records		832, N. Glebe
	External Training		835, N. Glebe

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Directory of Training Officers

SENIOR TRAINING OFFICERS

25X1A

O/DCI
DDI
DDP
DDS&T
DDS

7E-07
2F-36
3C-29
6E-38
2F-20

O/IG
Inspection Staff
Audit Staff
General Counsel
Cable Secretariat
O/PPB
ONE

7D-49
1201 Key
7D-07
1A-53
6E-25
7E-62

O/DDI
CRS
DCS
IAS
NPIC

2F-36
2E-61
912 Key
1005 Key

25X1A

25X1A

25X1A

DDI (cont)

OBGI
OCI
OER

OSR

1001 Magazine
6G-29
4F-19
4F-19
2G-11

DDS

Administration
Communications
Finance
Logistics
Medical
Personnel
SSS
Security
Training

GB-37
2E-37
1211 Key
1215 D Ames
1D-4044
5E-56
710 Magazine
1A-00A [REDACTED]
839, 1000 Glebe

DDS&T

FMSAC
OCS
OEL
ORD
OSA
OSI
OSP

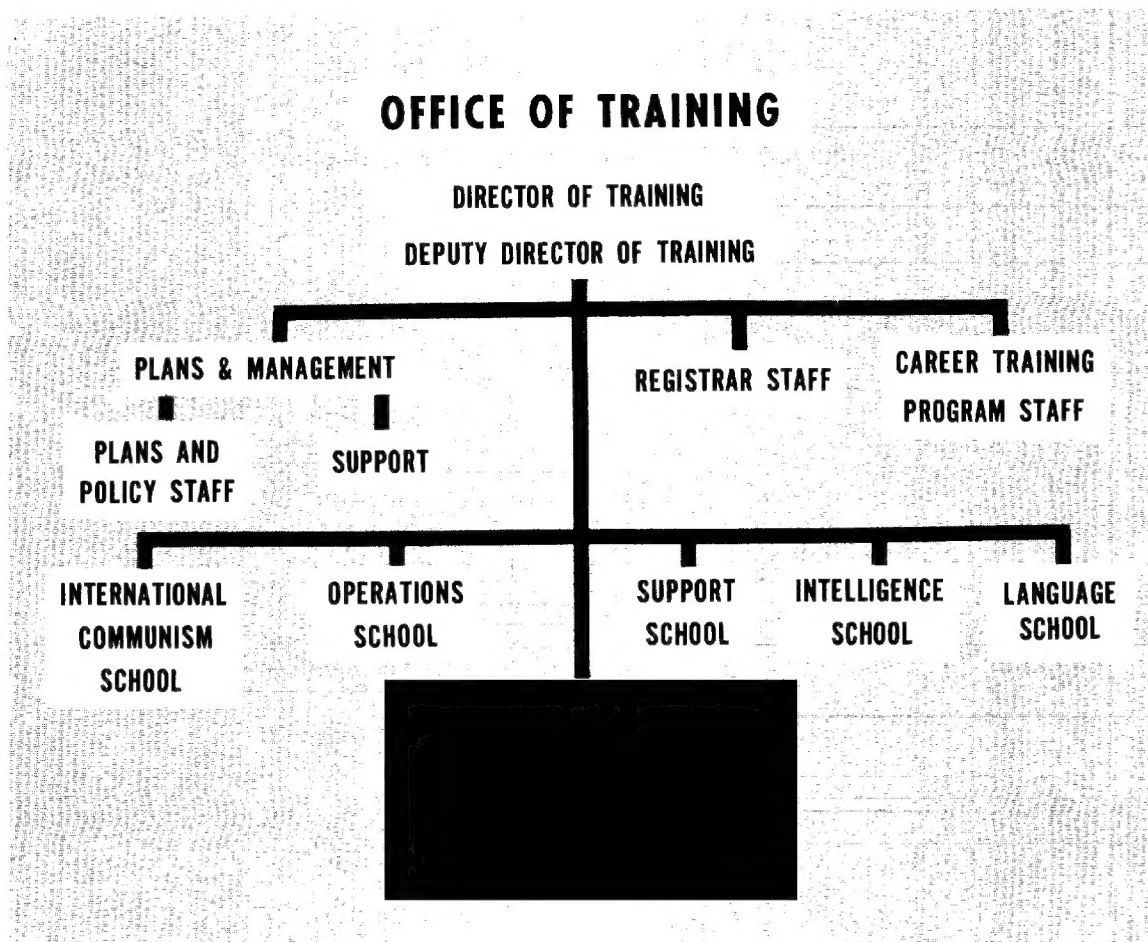
1A-35
2E-29
5F-26
706 Ames
2D-08 [REDACTED]
6F-36
6B-40

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